



DEPARTMENT OF THE ARMY  
HEADQUARTERS BRIGADE  
UNITED STATES ARMY NORTH ATLANTIC TREATY ORGANIZATION  
Unit 21420  
APO AE 09705-1420

REPLY TO  
ATTENTION OF

ACSH-C

27 July 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: US Army NATO Brigade (USANATO) Policy Letter #23, Noncommissioned Officer Development Program (NCODP)

1. **Purpose**: To establish policy for the development and implementation of the Noncommissioned Officer Development Program (NCODP) in the United States Army North Atlantic Treaty Organization (USANATO).
2. **Applicability**: This policy applies to all Soldiers assigned or attached to the Brigade in the grade of Specialist promotable through Command Sergeant Major.
3. **Objectives of NCODP**:
  - a. To develop and strengthen the leadership, professionalism, and standards of excellence among the NCOs of USANATO.
  - b. To foster a professional climate that will permit NCOs to perform to their fullest potential.
  - c. To provide personal and professional education opportunities directed toward the individual and collective needs of the NCO Corps.
  - d. Through the use of diagnostic tests and observation, determine the strengths and weaknesses of assigned NCOs so as to provide a program of training based on these weaknesses and strengths.
4. **Concept**: In the macro sense, NCO development happens every time an NCO acts (either by reinforcing positive behavior or recognizing mistakes and taking corrective action), speaks (training, counseling, giving direction), and appears (military bearing, professional conduct). This policy letter concerns only the formal NCO Development Program and has four areas of focus:
  - a. Certification of NCOs within 60 days of their arrival into the brigade (if applicable).
  - b. NCO-specific instructional training at battalion and company level.

ACSH-C

SUBJECT: US Army NATO Brigade (USANATO) Policy Letter #23, Noncommissioned Officer Development Program (NCODP)

- c. Development of the newly-promoted Corporal/Sergeant or the newly-selected Specialist.
- d. Formal schools and other Army training programs, both PCS and TDY managed.

5. **Program Description:**

a. **NCO Certification:** The NCO Certification program pertains to newly arrived NCOs and is the responsibility of the 1SG to oversee and verify. Each newly arrived NCO must accomplish the following:

(1) CTT/NBC/APFT/Weapons qualification within 30 days (if arrived without appropriate documentation).

(2) Meet height and weight standards.

(3) Complete Site Certification Program within 60 days (if applicable).

b. **NCO Instructional Training** (commonly called NCODP):

(1) Scheduled at battalion level quarterly for all CPLs and above for a minimum of three hours. Battalion Quarterly NCODP is scheduled in the Battalion Quarterly Training Guidance.

(2) Company-level NCODP is scheduled monthly for a minimum of two hours for all Specialist (P) and above. It is the First Sergeant's prerogative as to whether the company NCODP is further divided into junior and senior NCO levels. Company Monthly NCODP is scheduled on the unit training schedule and briefed at the Company QTB to the Battalion Commander.

(3) NCODP will be tailored so that we are teaching doctrine, tactics, techniques, and procedures at the leader level which are battle-focused and relate to the unit METL.

c. **New Sergeant Training:**

(1) The promotion of a Specialist into the NCO ranks is a significant event. An NCO induction ceremony will be held at the Company level when personnel are promoted to Corporal or Sergeant. At a minimum, the reading, presentation, and pledge to uphold the NCO Creed will be conducted, but 1SGs may enhance the professionalism and significance of this event as they see fit. When available, the Battalion Command Sergeant Major will be present at the ceremony.

(2) The new sergeant's first line supervisor has the responsibility to transition the newly promoted sergeant into the duties, responsibilities, and values of the NCO. In particular, he will provide instruction on making the change to NCO status and the ethical, moral, and social



ACSH-C

SUBJECT: US Army NATO Brigade (USANATO) Policy Letter #23, Noncommissioned Officer Development Program (NCODP)

obligations incumbent upon an NCO. The first line supervisor, and the NCO chain of command, must ensure newly appointed NCOs (and their spouses if applicable) are brought into the NCO Corps well prepared to lead by example and take care of their Soldiers.

**d. NCO Formal Schooling:**

(1) Unit First Sergeants will maintain Order of Merit Lists for all NCO development schools. Unit 1SGs and the Soldier's sergeant are personally responsible to ensure that Soldiers selected for attendance at Army leadership schools are fully prepared.

(2) Off-duty education enrollment is highly encouraged. This provides an outlet for the sergeant's free time, promotes discipline and mental challenge, enhances the knowledge base the NCO can share with his/her Soldiers, and prepares the NCO for greater challenges in the Army and the civilian world.

**6. Responsibilities:**

a. **Commanders:** NCODP is the responsibility of each unit commander. Commanders provide direction to the First Sergeant on the focus for NCODP at that level. Commanders provide the time, resources, and emphasis to make NCODP a successful and worthwhile program.

**b. Command Sergeant Major:**

(1) Responsible for the effective implementation and sustainment of the NCODP in subordinate units.

(2) Over watches the development of priorities, in conjunction with his/her key senior NCO subordinates for the program, and implements the Commander's guidance.

(3) Advises the Commander on status of the NCODP.

(4) Assists the First Sergeants in implementation and sustainment of the NCODP.

(5) Encourages initiative and innovative approaches to NCODP training.

(6) Insures standards of excellence in NCODP through on-going evaluation of NCODP in subordinate units.

(7) Conducts Battalion-level NCODP.

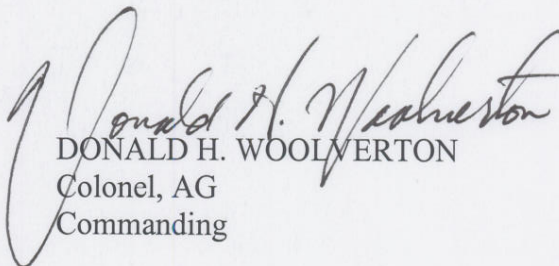
ACSH-C

SUBJECT: US Army NATO Brigade (USANATO) Policy Letter #23, Noncommissioned Officer Development Program (NCODP)

c. **First Sergeants:** The First Sergeant holds the most important and critical enlisted leadership position in the United States Army. He/she has the greatest influence on the professionalism of the noncommissioned officers. The First Sergeant will:

- (1) Develop and execute the Company NCODP.
- (2) Appoint a sponsor to each newly assigned NCO and ensure NCO Certification is completed.
- (3) Conduct NCO Induction ceremonies and programs.
- (4) Maintain fair and accurate OML for NCO schooling.
- (5) Train, and encourage the NCOs to train, the subordinate NCOs to be tactically and technically proficient. First Sergeants should use the philosophy that senior NCOs train the junior NCOs to be their replacements in future time. Leadership and experience must be passed to the junior NCO in order to build and sustain a strong, professional NCO Corps.
- (6) Be a role model for all NCOs to emulate.

7. **Conclusion:** NCODP, individual training, and mission accomplishment are inseparable. In order to train our Soldiers to Soldier manual standards and prepare them to accomplish our mission, they must be trained by professionals--the NCO Corps. The NCODP is the foundation for an on-going training and development program to prepare and refine the skills of the NCO. Combat preparedness and leadership strength will grow from your enthusiastic support and commitment to this program.

  
DONALD H. WOOLVERTON  
Colonel, AG  
Commanding

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